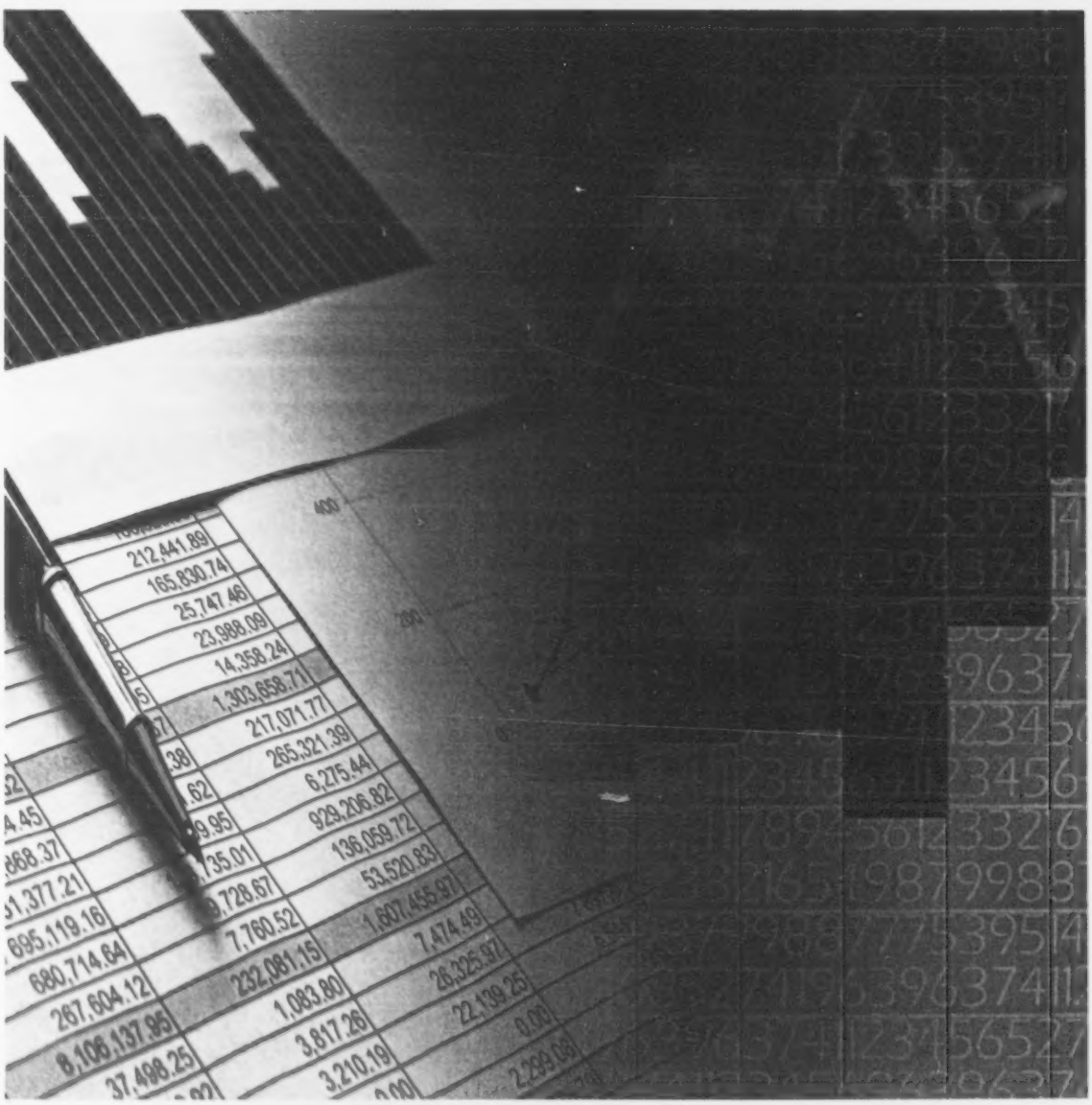
Statistics Canada

Report on Plans and Priorities

2010/2011



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2010/2011 Report on Plans and Priorities

Minister of Industry
Tony Clement

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Minister's message

Our government is committed to positioning Canada to exit the current downturn quickly and emerge stronger and more competitive in the global economy. In doing so, Industry Canada and its Portfolio partners will continue to play their key roles in increasing the country's capacity to create jobs and economic growth—for next year and the next decade.

While the recession originated beyond our borders, it had real consequences for Canadians and Canadian business. And despite improving conditions, there is work to be done. In 2010, a major focus will be completing the stimulus measures of Canada's Economic Action Plan (www.actionplan.gc.ca). Introduced in Budget 2009, the Plan's full effect will be felt in 2010/2011, and its measures will help solidify the recovery.

Over this period, Industry Canada and its Portfolio partners will work with industries and sectors hit hardest by the recession. Initiatives will include activities to boost community economic development and to extend broadband infrastructure to underserved or unserved areas across the country. To build on the momentum gained through our past investments in science and technology, significant effort will be directed to shaping the knowledge-based economy.

Industry Canada will also focus on supporting business and industry to capitalize on emerging opportunities at home and abroad. Getting our economic frameworks right, through forward-looking policies, is central to ensuring Canada's place in the global marketplace. We remain committed to two-way trade and investment, which raises our capacity to create jobs and economic growth and provides for sustainable prosperity.

In order to support decision making by Canadians and their elected representatives, Statistics Canada is committed to providing access to a trusted source of information. The main priorities for 2010/2011 are to ensure that our information is more easily accessible, our 2011 Census preparations are complete, our economic and social statistics remain strong in relevance and quality, and our operations become more efficient.

Minister's message

I will work with my colleagues, the private sector and other governments to advance the recovery and build the foundation for a strong, competitive economy.

It is my pleasure to present this year's *Report on Plans and Priorities* for Statistics Canada.

The original version was signed by
Tony Clement
Minister of Industry

Chief Statistician's message

I am pleased to present Statistics Canada's *Report on Plans and Priorities*.

As Chief Statistician of Canada, my goal is to ensure that Canadians continue to have access to a trusted source of statistics about Canada. Relevant, high-quality statistics are important to our society. They are a key component in the effective governance of the country.

Relevant statistics are those that are consistent with what Canadians most need. Without appropriate and timely action, relevance of data declines as Canadians' needs change with the evolution of the country. Business births, deaths, mergers and acquisitions change the face of our economy. Our society and communities evolve through mobility, immigration and education. Some issues, such as those related to the environment, are increasingly front of mind for Canadians and their institutions, whereas other issues become less relevant.

Similarly, without appropriate and timely action, quality also declines over time as many everyday changes affect the collection of data. For example, it is ever more difficult to conduct surveys because of the increasing use of cell phones and the number of households that are frequently absent from their homes. On the other hand, the Internet provides a new opportunity for connecting with Canadians.

Statistics Canada must continuously adjust the way it does business to keep up with these changes, and to protect the relevance and quality of the nation's statistics.

Statistics Canada's main priorities for 2010 include the following:

- prepare to conduct the 2011 Census of Population and the 2011 Census of Agriculture
- produce new quantity and price indicators for the increasingly important service sector
- improve the availability of data for the Aboriginal population
- develop a framework to guide and prioritize the collection of high-quality environment statistics
- improve Canadians' access to economic and social data.

I invite readers to learn more about these and other initiatives in this report on Statistics Canada's plans and priorities. I also invite readers to benefit from the work of their national statistical agency by monitoring the results of our programs and analyses on our website (www.statcan.gc.ca).

The original version was signed by
Munir A. Sheikh
Chief Statistician of Canada

1.1 Raison d'être and responsibilities

The Government of Canada established Statistics Canada to ensure that Canadians have access to a trusted source of statistics on Canada. Access to trusted information is fundamental in an open, democratic society to support decision making by citizens and their elected representatives. A large portion of Statistics Canada's activities is devoted to meeting the needs of federal, provincial and territorial government policy departments and providing ongoing measurement of Canadian socioeconomic dynamics and emerging trends.

Statistics Canada's mandate derives primarily from the *Statistics Act*. The Act requires that the agency collect, compile, analyse and publish statistical information on the economic, social and general conditions of the country and its people. This mandate covers a broad range of statutory requirements, as well as contractual obligations.

The *Statistics Act* requires Statistics Canada to conduct a Census of Population and a Census of Agriculture every fifth year. The Act also confers substantial powers on the agency to collect information for statistical purposes through surveys of businesses and households.

Statistics Canada is also mandated to provide co-ordination and leadership for the national statistical system, specifically to avoid duplication in the information collected by government. The agency can, by law, access administrative records (e.g., tax data, customs declarations, and birth and death records), enabling it to reduce reporting burden on business and individual respondents. Statistics Canada is considered a leader among statistical agencies around the world in reducing reporting burden through the use of administrative data, partnerships and cost-recovery arrangements with other organizations.

1.2 Statistics Canada's business model

Strategic outcome[1]
Canadians have access to timely, relevant and quality statistical information on Canada's changing economy and society for informed debate, research and decision making on social and economic issues.

Statistics Canada's performance management framework focuses on the components of the strategic outcome as well as on the enablers that make the achievement of that outcome possible.

In the business model, the strategic outcome described above is achieved by providing ***access*** to a ***trusted*** source of information. Trust can be established only if data are ***relevant***, meaning they meet the most important needs of users, and if users are confident that the information is of the highest possible ***quality***. Access, relevance and quality can be optimized only if the agency practises maximum ***organizational efficiency***.

The enablers that allow these outcomes to be achieved include the agency's ***human resources***, ***governance*** framework and ***risk management*** strategy.

Performance management framework

1. The strategic outcome was approved by Treasury Board in 2009 and replaces the previous outcome, which read as follows: Canadians have access to objective, high quality, non-partisan statistics, statistical products, services and analyses on Canada's economy and society which fulfill legal requirements, are relevant to policy formulation and decision makers and are responsive to emerging issues.

The following paragraphs provide brief descriptions of the components of this framework.

Components of the strategic outcome

Access—Statistics Canada has a rich inventory of information holdings. Access refers to awareness and use of this information. Providing access to users has two aspects: access to publicly available data; and access, for statistical and research use, to microdata files, in a manner that fully preserves the confidentiality of individual households and businesses. The agency's principal strategy for providing access to publicly available statistics is through its Internet website. Providing access to more detailed microdata is achieved by facilitating controlled use of these data in a national network of Research Data Centres.

Relevance—Relevance is defined as the production of information that responds to Canada's evolving and highest-priority needs. Relevance or usefulness of data is largely in the hands of the users. To understand their needs, Statistics Canada monitors data usage and consults with users, stakeholders and advisory committees to ensure that its products and services are meeting the most important information needs of the present and the future. A reality of the world of statistics is that relevance of the data produced by any statistical agency diminishes over time, as the needs of the citizens and their government change with the evolution of the country. A statistical agency must evolve continuously to stay relevant. Statistics Canada has developed a variety of tools to monitor the changing needs of the country.

Quality—Users must be able to trust that the agency's statistics are factual and reliable representations of the social and economic worlds they are meant to describe. Like relevance, the quality of data produced by any statistical agency diminishes over time automatically unless steps are taken proactively to deal with this trend. The approach used by Statistics Canada to maintain and improve data quality comprises a variety of measures that are acting jointly at various levels throughout the organization. Such measures include a strong program of research and innovation in statistical methods, the regular updating of standard classifications and an ongoing program of internal quality reviews to identify and eliminate any specific weaknesses, and to share and promote best practices across the agency.

Organizational efficiency—Statistics Canada has a long tradition of producing the largest possible volume of high-quality information with the resources available to it. It has in place a business model, a unique governance and management structure, and a dynamic system to innovate, manage risks and anticipate and solve problems as they emerge.

Enablers

Human resources—People are by far Statistics Canada's most important asset. Therefore, effective human resource management is a key factor in achieving the agency's strategic outcome. Given the specialized skill set of a statistical agency, effort is focused on recruitment, training, career advancement and maintaining a positive workplace. Statistics Canada fully embraces the Public Service Renewal initiatives in its human resource management practices.

Governance—Statistics Canada has a mature and effective governance and management structure, which integrates strategic priority setting and decision making and ensures accountability.

A well-established system of corporate-level committees is responsible for consultation and recommending strategic options for program development and delivery. Committee membership includes senior managers from across Statistics Canada. Leadership is provided by Policy Committee, which is responsible for strategic direction and for corporate-level management and decisions. All significant corporate issues are reviewed at this highest level, with final decisions rendered by the Chief Statistician as Chair of Policy Committee.

The decision-making infrastructure ensures that decisions are based on what is best for the organization; it encourages innovation and strategies to improve efficiency; and it increases capacity by enabling the effective integration of issues and initiatives.

Risk management—In keeping with government-wide expectations of good governance and modern comptrollership, Statistics Canada places great emphasis on managing risks in all planning and delivery activities.

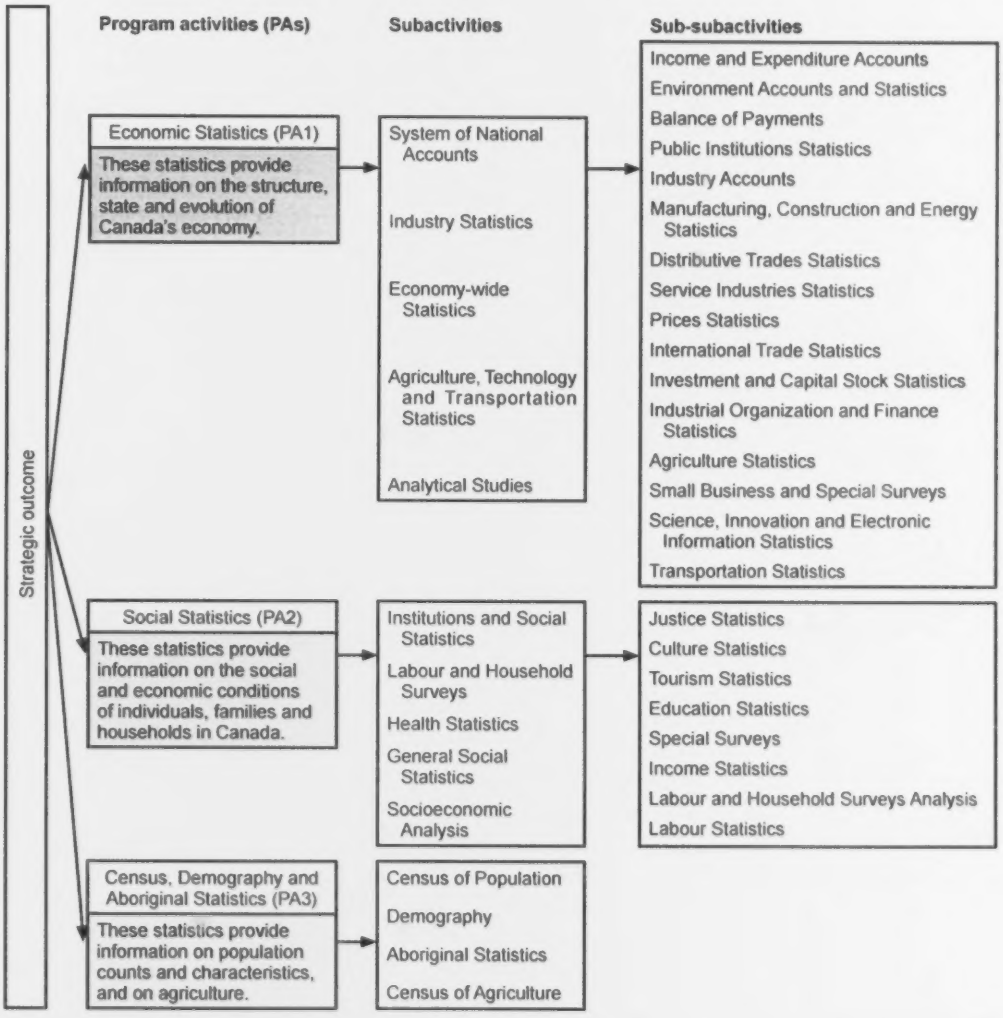
The agency currently has in place an effective, integrated risk management strategy whose development and implementation have been guided, over the years, by Treasury Board Secretariat requirements. With respect to 'risk,' Statistics Canada has a framework to identify risks in each area of its work and has also developed risk profiles. With respect to 'management,' it has set up a number of processes. Combining both 'risk' and 'management,' these processes include a comprehensive system of biennial and quadrennial program reviews covering all sources of risk. They also include a detailed quality review of selected programs every year, focusing on risks affecting data accuracy. The results from these reviews are brought together into the annual corporate long-term planning process, where they are analysed and where decisions are made to ensure that Statistics Canada addresses all important risks. Ultimately, all major risk management issues are brought to Policy Committee for discussion and final decision.

1.3 Strategic outcome and program activity architecture

Statistics Canada allocates resources entrusted to it in accordance with its program activity architecture. This framework of program activities and subactivities, established by Statistics Canada in consultation with the Treasury Board Secretariat, reflects the Government of Canada standards for transparent and accountable reporting. Statistics Canada's activities are divided into three main program activities, based on subject matter: Economic Statistics; Social Statistics; and Census, Demography and Aboriginal Statistics. A fourth program activity covers Internal Services.

Within these groupings are the subactivities, which correspond to branches in Statistics Canada's organizational structure. Within the subactivities is a third level of sub-subactivities, which correspond to the agency's divisions.

Components of the program activity architecture



1.4 Planning summary

Financial and human resources

Statistics Canada's statistical program is funded from two sources: direct parliamentary appropriations and cost-recovery activities. In recent years, the agency's 'respendable' cost-recovery revenues—revenues it is authorized to spend on the activity that generated them—have added more than $100 million to its total resources. A large portion of these respendable revenues is from federal departments to fund specific statistical projects. Statistics Canada assumes that cost-recovery revenues will remain in the same vicinity each year for the foreseeable future.

The total planned spending and total planned human resources for the next three fiscal years are summarized in the following table. This table shows the year-to-year variability in Statistics Canada's resources, the result of the cyclical activity supporting the Census of Population and the Census of Agriculture. Funding typically peaks in the fiscal year in which the censuses are conducted.

Statistics Canada:
Planned spending and human resources

	2010/2011	2011/2012	2012/2013
Planned spending (thousands of dollars)	562,733	713,951	473,469
Human resources (full-time equivalents)	6,115	6,489	5,795

Notes:
Planned spending amounts are presented net of respendable revenue.
Totals may differ between tables because of rounding.

Planned spending and expected results

Total planned spending and expected results for each program activity, for each of the next three fiscal years, are detailed below.

Planning summary

Program activity	Expected results	Forecast spending	Planned spending			Alignment to Government of Canada outcomes
		2009/2010	2010/2011	2011/2012	2012/2013	
		thousands of dollars				
Economic Statistics	Statistics produced by Statistics Canada are available through a wide range of easily accessible media formats and venues. Canadians are aware of the availability of these statistics and of their high quality, and of the professionalism and non-partisanship of Statistics Canada.	190,068	201,916	207,349	207,353	Statistics Canada program activities are linked to the Government Affairs outcome area.
Social Statistics		192,457	188,311	191,286	191,272	
Census, Demography and Aboriginal Statistics		108,108	191,914	334,816	94,342	
Internal Services	...	83,758	100,592	100,500	100,502	...
Budgetary Main Estimates (gross)	...	**574,391**	**682,733**	**833,951**	**593,469**	...
Less: Respendable revenue	...	120,000	120,000	120,000	120,000	...
Total Main Estimates	...	**454,391**	**562,733**	**713,951**	**473,469**	...
Adjustments[1]	...	59,619	0	0	0	...
Total planned spending	...	**514,010**	**562,733**	**713,951**	**473,469**	...

Note: Totals may differ between tables because of rounding.
1. Adjustments are to accommodate approvals obtained since the release of the Main Estimates. Adjustments include budget initiatives, Supplementary Estimates, etc.
... not applicable

1.5 Contribution of priorities to the strategic outcome

The table below provides a summary of Statistics Canada's operational and enabling priorities. Detailed information on these priorities and their timelines is presented in section 2.

Summary of Statistics Canada's operational and enabling priorities

	Contribution to strategic outcome			
	Access	Relevance	Quality	Organizational efficiency
Operational priorities				
Economic Statistics • Improve access to economic data	▲			
• Deliver gross domestic product data		▲		
• Develop a framework for environment statistics		▲		
• Deliver Consumer Price Index data and better reflect current consumer spending patterns		▲	▲	
• Reflect changes to Canadian accounting standards in survey programs			▲	
• Produce new quarterly services indicators and improve coverage of service price indexes		▲		▲
Social Statistics • Improve access to social data	▲			
• Respond to information needs on the impact of the H1N1 pandemic		▲		
• Deliver Labour Force Survey data		▲		
• Begin to implement electronic data reporting for household surveys			▲	▲
Census, Demography and Aboriginal Statistics • Enhance the Aboriginal Statistics Program		▲		
• Prepare to conduct the 2011 Census of Population		▲	▲	▲
• Prepare to conduct the 2011 Census of Agriculture		▲	▲	▲
• For future agricultural censuses, study the feasibility of using income tax data to replace the collection of financial data				▲
Internal Services • Provide a more user-friendly website	▲			
• Increase stakeholder engagement for improved relevance of Statistics Canada's programs		▲		
Enabling priorities				
Internal Services • Implement the new human resource management action plan	All			
• Consolidate governance of informatics technology services				
• Enhance and document the integrated risk management strategy				
• Strengthen the internal audit function				

Indicators and targets for the strategic outcome

Measuring the extent to which Statistics Canada is able to achieve its strategic outcome is very important. The table below presents the main indicators that the agency is planning to use to assess its performance, along with the target it has established for each one.

Main indicators and targets/benchmarks

Indicators	Targets/Benchmarks
Indicators of access	
• Number of visits to the Statistics Canada website	• Annual increase exceeds 5%, which is five times the annual population growth rate
• Number of page views of electronic publications	• Annual increase exceeds 5%, which is five times the annual population growth rate
• Client satisfaction with price to access data	• Rating of 4 on a scale of 5
Indicators of relevance	
• Number of data series downloaded from the online database (CANSIM)	• Annual increase exceeds 5%, which is five times the annual population growth rate
• Clients' satisfaction with Statistics Canada's ability to meet their needs	• Rating of 4 on a scale of 5
• Number of references in Federal Budgets	• Several
Indicators of quality	
• Percentage of major statistical outputs whose sampling accuracy is within set objectives	• 95%
• Net undercoverage for 2011 Census of Population	• Less than 3%
• Response rates for 2011 Census of Population	• 98% or more
Indicators of organizational efficiency	
• Rating on 21 areas of management, as defined in the federal Management Accountability Framework	• Rank among the best of other departments of similar size
• Number of business surveys using taxation/administrative data	• Continual increase
• Index of response burden hours (1991=100)	• 60 or less
• International comparability	• Rank among the best in comparison with other G7 countries
• Cost per dwelling for 2011 Census of Population	• Less than $42

Notes:

Client satisfaction data are derived from client satisfaction surveys. These surveys use measures that are consistent with the common measurement tool in use across the federal government.

Data series downloaded from the online database are those that are downloaded by external users from Statistics Canada's online database (CANSIM).

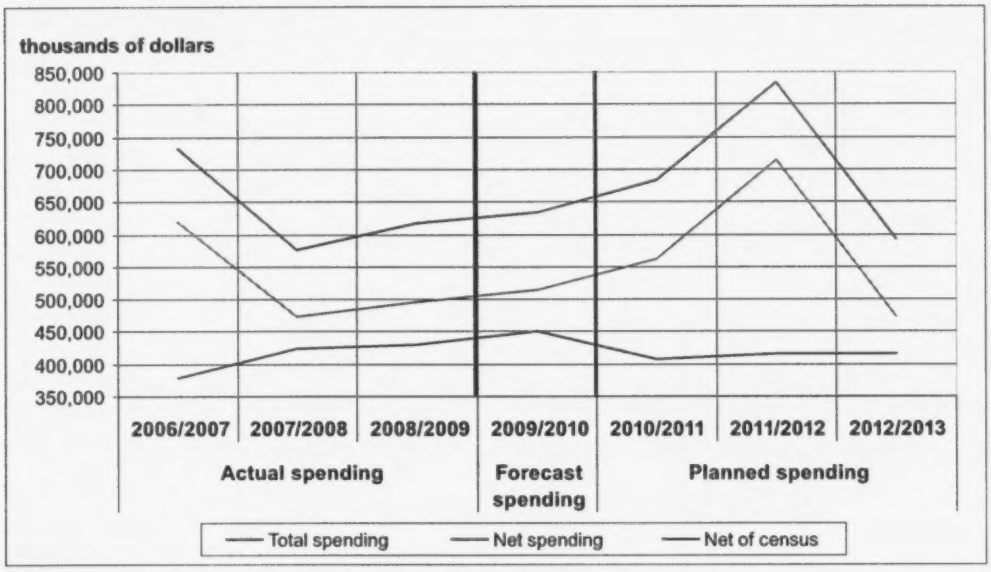
Major statistical outputs whose sampling accuracy is within set objectives: Most surveys are based on statistical sampling. Estimates based on sampling can be expected to vary from sample to sample, and to differ from those that would result from a complete census. Sampling accuracy objectives are set on a survey-by-survey basis.

Net census undercoverage is the number of people missed less the number of people counted more than once.

Use of tax and administrative data refers to the use by Statistics Canada of data from the Canada Revenue Agency and other administrative sources as an alternative to obtaining data directly from respondents. This reduces the number of questionnaires going to respondents as well as the associated response burden.

1.6 Expenditure profile

Expenditure profile, 2006/2007 to 2012/2013



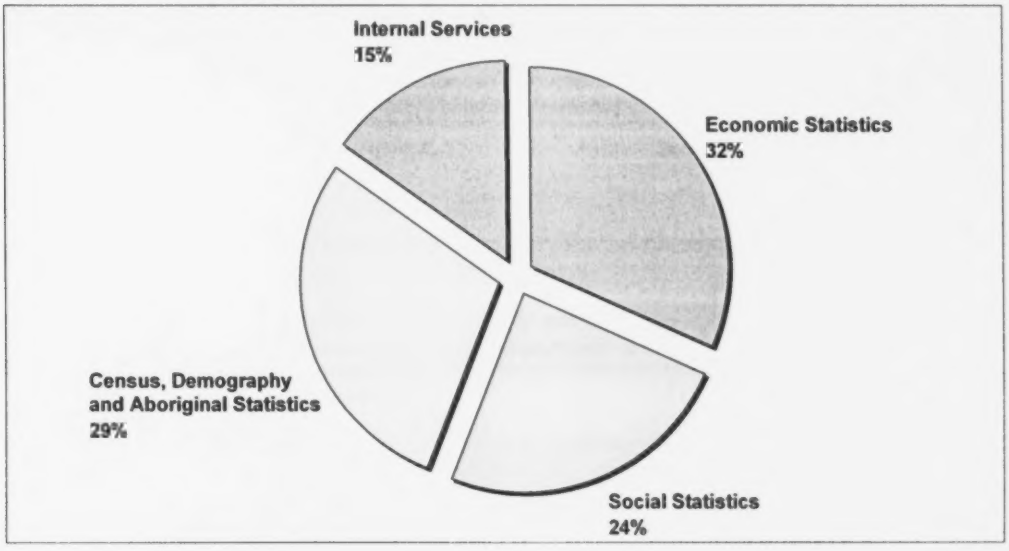
Notes:
Total spending includes respendable cost-recovery revenues.
Net spending is total spending less expenditures related to cost-recovery programs.
Net of census is total spending less expenditures related to cost-recovery programs less direct spending on the Census Program.

As shown above, total and net spending will increase in 2010/2011, peak in 2011/2012 when the 2011 Census of Population and 2011 Census of Agriculture will be conducted, and drop sharply in 2012/2013 as these activities begin to wind down. This pattern is typical for the agency because of the cyclicality of the Census Program, as demonstrated by the decrease in spending from 2006/2007 to 2007/2008.

The line showing net of census demonstrates the relative stability of the agency's spending when census and cost recovery are removed.

The chart below shows the distribution of net funding by program activity. Economic Statistics and Social Statistics are responsible for 32% and 24%, respectively. Census, Demography and Aboriginal Statistics will consume 29% of the spending, reflecting the increase in census activities for this year.

Allocation of funding, by program activity, 2010/2011



1.7 Voted and statutory items

The table below shows the way Parliament has approved Statistics Canada resources, the changes in the resources derived from Supplementary Estimates and other authorities, and what funds were spent on.

Voted and statutory items

Vote number or statutory item	Truncated vote or statutory wording	Main Estimates[1]	
		2009/2010	2010/2011
		thousands of dollars	
95	Operating expenditures	391,910	491,001
Statutory	Contributions to employee benefit plans	62,481	71,732
Total		454,391	562,733

Note: Totals may differ between tables because of rounding.
1. Amounts of Main Estimates are presented net of respendable revenue.

Statistics Canada's strategic outcome is that Canadians have access to timely, relevant and quality statistical information on Canada's changing economy and society for informed debate, research and decision making on social and economic issues. The indicators and targets that the agency is planning to use to assess its performance in achieving this strategic outcome are presented in section 1.5 of this report.

The section that follows describes Statistics Canada's program activities, and the financial and non-financial resources available to each. Priorities are identified for each of the four program activities:

- Economic Statistics
- Social Statistics
- Census, Demography and Aboriginal Statistics
- Internal Services

2.1 Economic Statistics

Program activity 1: Economic Statistics Planned spending and human resources			
	2010/2011	**2011/2012**	**2012/2013**
Planned spending (thousands of dollars)	178,754	184,187	184,191
Human resources (full-time equivalents)	2,123	2,158	2,158

Notes:
Planned spending amounts are presented net of respendable revenue.
Totals may differ between tables because of rounding.

Program activity description

The Economic Statistics Program provides Canadians with a comprehensive, integrated set of measures of the structure and evolution of Canada's economy. This program must be continually adjusted to ensure it is responding to the highest-priority information needs of public and private decision makers. To support Canada's engagement in international policy making, the program must respect international standards to permit comparison and analysis, as well as development of global measures of economic performance.

Priorities

To fulfill their purpose, statistics produced under this program must be of high quality and must accurately depict the performance of Canada's economy. They must also be timely, coherent and accessible. The program must be efficient in terms of the resources consumed in the production of the various measures and in terms of the burden that the program imposes on businesses, farmers and other Canadians responding to its surveys.

Statistics Canada continues to update the Economic Statistics Program to reflect the changing realities of the Canadian economy. Simultaneously, it strives to increase the efficiency of its processes by

increasing the use of administrative data and of modern technology for surveying and processing data. These transformations are undertaken with the goal of expanding data access to Canadians while maintaining or improving the data quality and timeliness they have come to expect.

The Economic Statistics Program has identified the following six priorities.

Priority: Improve access to economic data

Statistics Canada produces and disseminates a large array of statistics on the various aspects of the Canadian economy. To maximize the value of this information, it is essential to ensure that potential users are aware of the availability of these aggregate statistics and can easily identify and make use of the specific data series that will meet their needs.

It is also important that access be provided, for statistical and research use, to individual business information collected by Statistics Canada, but under very controlled conditions that preserve the confidentiality and security of the microdata. Researchers in government, academia and business have expressed great interest in having access to individual business survey responses to better understand the increasingly complex world in which Canadian businesses operate. Policy makers also recognize that the analysis of policy and the assessment of policy impacts are best supported by looking at the characteristics and behaviours of individual firms. To this end, work is underway to establish the infrastructure to facilitate such access.

Planned activities
2010/2011

- Enhance web pages for economic statistics.
- Make presentations to demonstrate both the potential of input–output modelling in economic impact analysis and the use of the financial and wealth accounts.
- In consultation with businesses and business associations, develop a policy framework for business microdata access.

Priority: Deliver gross domestic product data

The production of gross domestic product (GDP) data is one of the highest ongoing priorities at Statistics Canada, given the central role of these data in the management of Canada's economy. Priority is also given to Statistics Canada programs that make large contributions to the calculation of the GDP. These include the Balance of International Payments; the Survey of Employment, Payrolls and Hours; the Quarterly Survey of Financial Statements; the industrial prices indexes; international trade statistics; the Monthly Wholesale Trade Survey; the Monthly Retail Trade Survey; and tax files from the Canada Revenue Agency.

Ongoing activities related to the production of gross domestic product data will continue and will remain a priority.

Planned activities
Ongoing

- Conduct the monthly and annual surveys on the economy, to be used in the compilation of the GDP.
- Publish the GDP on a monthly and quarterly basis within 60 days of the reference period.

Priority: Develop a framework for environment statistics

Statistics Canada publishes a small program of statistics related to the environment. The program has evolved on an ad hoc basis as different environmental priorities and policies have arisen. Work has begun on a framework for environment statistics to help identify data gaps and set priorities for future work. This framework is being developed in consultation with policy departments and agencies working on environment statistics at the international level.

Planned activities

2010/2011

- Finalize framework document by incorporating comments from partners and stakeholders.
- Participate in the United Nations working group to update an international framework for environment statistics.
- Develop a work plan and project charter to publish indicators of biophysical impacts of climate change on water in co-ordination with Environment Canada and Natural Resources Canada.
- Determine publication timeline through work with partners.

Priority: Deliver Consumer Price Index data and better reflect current consumer spending patterns

The production of the Consumer Price Index (CPI), like that of the gross domestic product data, is one of the highest ongoing priorities at Statistics Canada, given the central role of these data in the management of Canada's economy. Ongoing activities related to the production of the CPI will continue and will remain a priority.

Under the current four-year renewal cycle, the basket weights used in the CPI for the 2005 reference year will be replaced with weights based on 2009 consumer spending patterns. This update, planned for June 2011, will refresh the index to more accurately reflect the most current purchasing patterns and economic conditions possible.

Planned activities

Ongoing

- Perform monthly collection activities for data to be used in the compilation of the CPI.
- Publish CPI on a monthly basis, within three weeks of the reference period.

2010/2011

- Compile the results from the 2009 Survey of Household Spending and aggregate them into the CPI classification structure to create the new basket weights of goods and services for the CPI.
- Link the 2009 CPI basket with the 2005 CPI basket in preparation for the release of the CPI with new spending patterns in 2011.
- Revise the specifications of goods and services to be collected as part of the 2009 basket.
- Review the sample of point of purchases for the goods and services used in the calculation of the CPI.

2011/2012

- Incorporate the 2009 weighting patterns into the CPI.
- Analyse changes in spending patterns between 2005 and 2009.
- Introduce the 2009 weighting pattern in the CPI May 2011 reference month.

Priority: Reflect changes to Canadian accounting standards in survey programs

On January 1, 2011, Canada will officially replace Generally Accepted Accounting Principles (GAAP), the current accounting standard authorized by the Canadian Institute of Chartered Accountants, with International Financial Reporting Standards (IFRS). Transitioning companies are required to produce parallel financial statements using GAAP and IFRS standards in the year preceding their formal transition to IFRS. Planned initiatives will use this information to explain the impact of the transition on enterprise-level financial statements, economy-level aggregates and the quarterly enterprise financial data series. This work may also identify requirements to modify the Quarterly Survey of Financial Statements questionnaires and systems, as well as have the potential to recommend changes to the Chart of Accounts.

Planned activities

2010/2011

- Add two short supplements to the Quarterly Survey of Financial Statements. In the early part of 2010, use the first supplement to ask whether and when a company will adopt IFRS and whether adopting it will lead to a change in the corporate entities included in an enterprise's consolidated financial statements.

2011/2012

- Use the second supplement to collect key data according to IFRS and GAAP standards for comparison at micro and macro levels (by industry, and by financial and non-financial sectors).

Priority: Produce new quarterly services indicators and improve coverage of service price indexes

As part of its effort to expand the amount of information available on the services sector, Statistics Canada has been exploring innovative and cost-effective approaches to using administrative data. While detailed data are available annually for a wide range of service industries, understanding of this important sector is hampered by the limited data available on a subannual basis. The quarterly services indicators is a new statistical program aimed at providing the subannual information needed to monitor the economic performance of service industries. The program relies primarily on Goods and Services Tax data, and produces quarterly industry estimates of the rate of change in revenue.

In addition to developing and disseminating indicators focused on output quantities, Statistics Canada will also improve the coverage of service price indexes. These indexes will be developed and disseminated for a number of industries for which information of this kind and quality does not currently exist—including a number of industries in wholesale and retail trade, in finance and insurance, and in transportation.

Planned activities

2010/2011

- Begin dissemination (in *The Daily* and CANSIM) of the new quarterly index for the group of selected service industries, where quality permits it.
- Collect and react to feedback from data users.

2011/2012

- Look at ways to further improve the timeliness of the indicators, especially in relation to the needs and tight schedule of the System of National Accounts, to further maximize the usefulness of the indicators.
- Develop price indexes for a further set of service industries.

Benefits for Canadians

An effective, well-developed economic statistics system is a prerequisite for Canada's recognition as a developed country and an essential underpinning of its participation in international institutions such as the Organisation for Economic Co-operation and Development, the International Monetary Fund, the World Trade Organization and the United Nations. International co-ordination of economic policy, as well as effective trade negotiations, depends on statistical information.

Beginning with the *Constitution Act of 1867*, much Canadian legislation at the federal and provincial level has relied on statistical information for its operation. Equalization payments to provinces and indexation of social benefits and tax brackets are important examples of legislated uses of economic statistics. In the private sector, many contracts and collective agreements are similarly dependent on economic statistics.

The current economic climate illustrates well the dependence of macroeconomic fiscal and monetary policy on economic statistics. Equally important is a similar dependence on economic statistics of industrial and labour market policies, regional economic policy, policies designed to promote innovation, and policies designed to attract and retain foreign investment in Canada.

Like governments, private businesses depend on economic statistics for their decisions on such matters as mergers and acquisitions, investments, and opening and closing of locations. Timely and reliable statistics remove uncertainty about the economic environment and improve the efficiency of private decision making.

Economic statistics provide Canadians with a score card against which to measure their governments, to engage in policy debate and to hold governments to account. An effective economic statistics system is an essential ingredient of a vibrant, modern democracy.

2.2 Social Statistics

Program activity 2: Social Statistics Planned spending and human resources			
	2010/2011	2011/2012	2012/2013
Planned spending (thousands of dollars)	135,419	138,394	138,380
Human resources (full-time equivalents)	1,781	1,798	1,800

Notes:
Planned spending amounts are presented net of respendable revenue.
Totals may differ between tables because of rounding.

Program activity description

The Social Statistics Program provides information to decision makers and all Canadians on the social and economic characteristics of individuals, families and households in Canada, and on the major factors that can contribute to their well-being. It includes the production of key indicators related to the labour market, earnings, pensions, income and expenditures, health, justice and education, as well as information on factors influencing social outcomes. A number of indicators also target segments of the Canadian population, such as children, youth, immigrants, the elderly and people with activity limitations. The program also provides information and analysis on the facilities, agencies and systems that are publicly funded to meet the socioeconomic and physical needs of Canadians and on the outcomes of the services that they provide.

Priorities

An ongoing threat to the quality of Statistics Canada data is the increasing difficulty of collecting that information. The active lifestyles of Canadian families make it harder to contact them at home. As well, more households have only cell phones or use Internet phones. All of this makes it more costly to maintain representative samples and response rates. Without further efforts in survey collection, relevance and quality will decline.

The past 20 years have seen overall shifts in user demand toward more detailed and timely access to both cross-sectional (status of a population at a given point in time) and longitudinal (the status of a population tracked over long time periods) survey data. Thus, in addition to published standard products (e.g., reports and summary data tables), there has been a tremendously increased appetite among policy makers and academics for microdata. In partnership with universities, research organizations and federal policy departments, Statistics Canada has established 25 Research Data Centres across the country. They provide researchers and policy makers with access to microdata in a secure environment, allowing Statistics Canada to meet data needs while ensuring the confidentiality of respondent data. While these solutions go a long way toward meeting the needs of today's data users, the challenges posed by users provide the impetus for continued innovation.

The widespread adoption of Internet technologies creates an opportunity for increased efficiency, since Internet-based surveys can be less costly and of greater quality. To maintain quality, manage its survey costs and satisfy clients' demands for increased access to data, Statistics Canada will modernize the infrastructure it uses to collect and disseminate data.

The Social Statistics Program has identified the following four priorities.

Priority: Improve access to social data

Statistics Canada is at the forefront internationally with regard to access to confidential microdata by academic and policy researchers. The network of Canadian Research Data Centres (RDCs), in particular, is recognized as a world leader in this domain.

In response to a demand for more timely and convenient access, particularly when the RDCs are not situated close to where researchers work, Statistics Canada is developing a new mode of access to its confidential microdata files. Real Time Remote Access (RTRA) is a basic online application that allows users to remotely submit queries against the microdata from selected social surveys housed within Statistics Canada's network. Within a short time researchers receive results that have been reviewed automatically to ensure that they do not disclose confidential information. A prototype was developed in 2009/2010 on a cost-recovery basis, in partnership with policy departments, taking into account security, legal and functionality requirements.

Planned activities

2010/2011

- Work closely with a few key clients to get feedback that will guide the future development of the functionality provided by the RTRA service.
- Consult with the international community and investigate opportunities for joint development of the remote access system.
- Continue to develop the RTRA system to benefit from the corporate informatics technology tools and services that currently exist.

2011/2012 and subsequent years

- Subject to funding from partners, expand the RTRA program to include a larger number of microdata files and to accommodate more complex remote access queries.

Priority: Respond to information needs on the impact of the H1N1 pandemic

Two of Statistics Canada's main social surveys—the Labour Force Survey and the Canadian Community Health Survey—have the capacity to respond to emerging information needs by offering the flexibility to initiate data collection and reporting services within very short time periods.

Data users have expressed a need for information on the social and economic impacts of the H1N1 pandemic. To respond to this need, questions have been added to the Labour Force Survey and the 2010 Canadian Community Health Survey. Labour Force Survey respondents have been asked whether their work hours were affected by the H1N1 pandemic or seasonal flu, and if so, whether this was as a result of their own illness, caring for a sick family member

or time away for related appointments. Results will be released as aggregate data tables, with more detailed analysis to follow in 2010/2011.

Respondents to the Canadian Community Health Survey in 2010 will be asked whether and when they received the H1N1 flu vaccine and if they did not receive the vaccine, the reasons why not. Respondents will also be asked whether they received the seasonal flu vaccine. National, provincial and, where possible, health region-level estimates will be produced in 2010/2011. Furthermore, as analogous questions are being asked in the United States through the National Health Interview Survey, cross-country comparisons will be possible.

Planned activities

2010/2011

- Provide all aggregate estimates from the Labour Force Survey collection to the Public Health Agency of Canada (the sponsor of the questions) for analysis.
- Release H1N1 vaccination data from the Canadian Community Health Survey in two-month waves.
- Release an analytical paper that examines the economic and social issues surrounding H1N1 and, where possible, includes international comparisons.

Priority: Deliver Labour Force Survey data

The Labour Force Survey (LFS) is one of the highest ongoing priorities at Statistics Canada, given the central role of the data in the management of Canada's economy. This survey is the source of well-known statistics such as the official unemployment rate. LFS data, the first of Statistics Canada's socioeconomic statistics to be published each month, are highly relevant for determining the direction of the economy and the effect of changing economic conditions on Canadians. The LFS is a crucial input into the effective administration of the Employment Insurance (EI) program, run by Human Resources and Skills Development Canada. Regular EI benefits are determined by the unemployment rate in various regions across the country. Ongoing activities related to the production of the LFS will continue and will remain a priority.

Planned activities

Ongoing

- Each month, conduct the LFS in approximately 57,000 households.
- Release LFS data three weeks after the collection period.

Priority: Begin to implement electronic data reporting for household surveys

Experience with the 2006 Census of Population and other surveys has shown a growing interest in the use of an Internet survey response option. This interest, along with the potential for cost savings efficiencies in data collection, has lead to an initiative to add the Internet as an option for household survey respondents.

The Labour Force Survey (LFS) is the first major household survey to move toward an Internet option. A prototype Internet application will be used to provide approximately 6,000 households with the option to complete the LFS online in an early 2010 pilot test. A high take-up rate of respondents entering their information directly online for the LFS, and for other household surveys in the future, could produce collection efficiencies and data quality improvements in the coming years.

Planned activities
2010/2011

- Provide a sample of LFS households with the option to respond online.
- Analyse all results of the test and prepare recommendations for a full integration of electronic data reporting in the LFS.
- Continue to build the full questionnaire and full capacity to offer the Internet choice to LFS respondents.
- Using lessons learned from the LFS test, develop Internet response options for other household surveys.

Benefits for Canadians

Timely and accurate information on a broad range of social issues provides decision makers at all levels of government, non-government organizations and academics with essential information for developing policies, managing programs, conducting research, and making decisions that affect individuals, families and households in Canada.

2.3 Census, Demography and Aboriginal Statistics

Program activity 3: Census, Demography and Aboriginal Statistics Planned spending and human resources			
	2010/2011	2011/2012	2012/2013
Planned spending (thousands of dollars)	161,859	304,761	64,287
Human resources (full-time equivalents)	1,290	1,615	919

Notes:
Planned spending amounts are presented net of respendable revenue.
Totals may differ between tables because of rounding.

Program activity description

The Census, Demography and Aboriginal Statistics Program produces statistical information on the Canadian population, its demographic characteristics and conditions, and their change over time through a number of statistical activities, including the quinquennial Census of Population and Census of Agriculture. Population counts and estimates are required to determine electoral boundaries, the distribution of federal transfer payments, and the transfer and allocation of funds among regional and municipal governments, school boards and other local agencies within provinces. The program also provides information on the socioeconomic conditions and well-being of Aboriginal peoples.

Priorities

Statistics Canada conducted extensive reviews of the processes within the Census Program following the 2006 Census. These reviews identified opportunities for streamlining operations for the 2011 Census and beyond. The introduction of an Internet response option in 2006 was extremely successful and Statistics Canada is taking measures to increase its use.

The data available for Aboriginal peoples are not timely and are incomplete compared with the data available for the general population. While the Census of Population paints a broad picture, more in-depth data from on-reserve Aboriginal surveys are needed to understand determinants and consequences of changes in areas such as early childhood development, work, education, health and housing.

In addition to efforts intended to increase Internet response rates for the 2011 Census, systems and processes are being developed to address issues encountered in 2006. Changes are also being implemented to improve data processing and system maintenance, with the goal of streamlining operations through integration with the ongoing collection infrastructure.

Filling the substantial data gaps that exist for the on-reserve Aboriginal population will require Statistics Canada to continue to work with other federal government departments and with the Aboriginal communities and organizations. Statistics Canada is working with Indian and Northern Affairs Canada to develop a data strategy to address a number of gaps.

The Census, Demography and Aboriginal Statistics Program has identified the following four priorities.

Priority: Enhance the Aboriginal Statistics Program

The Aboriginal Statistics Program produces data from surveys, such as the Aboriginal Peoples Survey, on the socioeconomic, cultural and health conditions of Métis, Inuit and First Nations people.

For a number of years, Statistics Canada has been active in building ongoing relationships with Aboriginal organizations and communities. This has required investment in specific programs, such as the Aboriginal Statistics Training Program and the Aboriginal Liaison Program. This involves considerable liaison and capacity building, including training and workshops. However, significant data gaps persist for the on-reserve First Nations population, and Statistics Canada is working with Indian and Northern Affairs Canada to develop strategies to address these deficiencies. In 2009/2010, two pilot surveys were initiated: the Survey of People Living in First Nations Communities, in Alberta and Northern Ontario; and a Labour Force Survey pilot, in the Siksika Nation in Alberta.

Planned activities
2010/2011

- Continue working to build relationships and capacity among Aboriginal peoples, through the Aboriginal Liaison Program and the Aboriginal Statistical Training Program.
- Begin planning for the 2011 Aboriginal Peoples Survey if the survey is funded by federal departments.
- Develop an on-reserve pilot survey on education in 2010 and conduct it early in 2011 to test the content, methodology and survey processes.

Priority: Prepare to conduct the 2011 Census of Population

The *Constitution Act of 1867* requires that a Census of Population be held in Canada in 2011. The census collects population and dwelling counts as well as population information such as age, sex, common-law and marital status, first language learned in childhood, mobility, ethnocultural identity (including Aboriginal peoples and languages), labour, education, income, citizenship, immigration, transportation and housing.

The census produces a snapshot of the population and is the only source of coherent and detailed information for small geographic areas. Census counts are critical to the production of population estimates, which are calibrated after each census.

Census data are used widely by all levels of government for policy planning and program development and delivery. The federal government distributes billions of dollars annually (over $60 billion is planned for 2009/2010) in federal transfers to provinces and territories using population estimates. The key components of these distributions are the Canadian health and social transfers, the territorial formula financing, and the equalization payments. Census data are also used in determining the number and boundaries of federal electoral ridings for representation in the House of Commons.

The immediate priority is scaling up systems and operations in preparation for the 2011 Census collection.

Planned activities

2010/2011

- Publish the final 2011 Census of Population content in the *Canada Gazette*.
- Print census questionnaires and letters.
- Complete integrated testing of collection and processing systems.
- Recruit and hire collection and processing managers and supervisors and field office staff.
- Develop communications strategies and partnerships.

2011/2012

- Hire and train approximately 30,000 field and processing staff.
- Complete census collection operations and process census returns.
- Implement a public communications program, data quality studies and the major release of the 2011 Census population and dwelling count results.

Priority: Prepare to conduct the 2011 Census of Agriculture

The Census of Agriculture is conducted to develop a statistical portrait of Canada's farms and their operators. The data provide users with a comprehensive picture of the major commodities of the agriculture industry, while also supplying information on finances, use of technology, and new or less common crops and livestock. The next Census of Agriculture will be conducted in May 2011, concurrent with the Census of Population. Significant savings can be realized by sharing common processes and systems, such as printing, communications, collection, questionnaire scanning and capture. A full mail-out/mail-back collection methodology will be implemented for the Census of Agriculture in 2011, with all follow-ups to be conducted by a centralized telephone operation.

The immediate priority is to prepare for 2011 Census operations.

Planned activities

2010/2011

- Publish the final 2011 Census of Agriculture questionnaire content in the *Canada Gazette*.
- Print the questionnaires.
- Complete development work on processing systems for final testing.
- Hire production resources.
- Finish developing communications strategies and partnerships.

Priority: For future agricultural censuses, study the feasibility of using income tax data to replace the collection of financial data

In April 2008, Treasury Board approved funding for the full cycle of the 2011 Census of Agriculture, including a strategic investment project to assess the feasibility of using tax data to replace the financial data currently being collected from respondents. The assessment will link respondent-provided 2011 Census of Agriculture financial data with the data on their agricultural operations filed with the Canada Revenue Agency. Depending on the project's results, it is anticipated that the Census of Agriculture will remove the financial question from the 2016 Census of Agriculture questionnaire.

Planned activities

2010/2011

- Using 2009 Census Test data, refine the linkage methodology between the Census of Agriculture test information and tax data.
- Using 2009 Census Test data, determine and analyse the coherence and compatibility of census information with tax data.
- Develop systems, methods and processes to receive, edit and match tax data.

2011/2012

- Using 2011 Census data, further refine analysis on the coherence and compatibility of reported census data with tax data and determine the impact of using tax data replacement.

Benefits for Canadians

The Census of Population provides key data that are unique. For example, the census is essential for learning about populations that are important for government policy (e.g., recent immigrants; visible minorities; people with disabilities; Aboriginal peoples, including First Nations communities; ethnic, religious and language minorities; seniors; and youth). The census also supports provincial/territorial and local government planning and program delivery, as it is the only source of detailed small-area information to monitor progress on issues such as infrastructure-related investments by all levels of government and the changing makeup of neighbourhoods. It is used to design surveys that provide estimates of monthly employment, family incomes and expenditures, and other topics of concern to government, industry, labour and the general public. It is also used to analyse social and economic issues, such as skills shortage and the integration of immigrants, and it is essential to reviewing the effectiveness of current legislation.

The Census of Agriculture is critical for the development and evaluation of the underlying programs and policies related to food supply and safety, the environment, renewal, science and innovation, and business risk management. It contributes both directly, with data, and indirectly, with its support of the annual agriculture statistics program. The Census of Agriculture provides a comprehensive source of data that is the foundation for the analysis of the agriculture and agri-food industry for federal and provincial departments alike.

2.4 Internal Services

Program activity 4: Internal Services Planned spending and human resources			
	2010/2011	2011/2012	2012/2013
Planned spending (thousands of dollars)	86,700	86,609	86,611
Human resources (full-time equivalents)	921	918	918

Notes:
Planned spending amounts are presented net of respendable revenue.
Totals may differ between tables because of rounding.

Program activity description

Internal Services comprises groups of activities and resources that are administered to support the needs of programs and other corporate obligations of the organization: management and oversight services; communications services; legal services; human resource management services; financial management services; information management services; informatics technology services; real property services; materiel services; acquisition services; and travel and other administrative services.

Internal Services includes only those activities and resources that apply across an organization and not those provided specifically to a program.

Priorities

Statistics Canada will continue to streamline and standardize its practices in order to improve the efficiency and effectiveness of program delivery and to meet the emerging requirements of the government-wide Expenditure Management System. With the goal of continuous improvement, the agency is pursuing two operational priorities and four enabling priorities.

Operational priority: Provide a more user-friendly website

Statistics Canada's external website is one of its most important tools in supporting its underlying objective of ensuring Canadians have access to a trusted source of statistics. The website attracts over 18 million visits per year and is the public face of Statistics Canada. Ongoing investments and improvements are being made to ensure the site is user-friendly and responds to evolving user demands and requirements.

Planned activities

2010/2011

- Use evidence-based information (results of in-depth visitor pattern analysis and a benchmarking study) to further enhance popular sections of the site to ensure they continue to meet users' needs.
- Implement a new web archiving policy that will further improve the site by increasing the visibility of the most current content and by removing and preserving legacy content for the future.
- Undertake a pilot project to allow expert data users to browse statistical data by variable, providing them with greater analytical ability to search information holdings.

2011/2012

- Further explore and implement the use of social media and online engagement tools to stay connected with users and better understand their expectations.
- Pilot the use of online collaboration tools to create fora for experts to share knowledge about the production and use of official statistics.
- Develop and deploy interactive data-visualization tools for users at all levels.

2012/2013

- Integrate user interfaces to provide a single, consistent approach for users to access the output databases.
- Review and update the strategic vision and priorities for the website.

Operational priority: Increase stakeholder engagement for improved relevance of Statistics Canada's programs

There needs to be a strong connection between Statistics Canada's statistical and analytical programs and the economy and society they seek to depict. The agency has developed an extensive stakeholder network, including the National Statistics Council, advisory committees, federal–provincial–territorial consultative committees, and various periodic and ad hoc bilateral meetings with national associations. While it does exist, Statistics Canada's engagement with federal policy departments and agencies can be strengthened. These federal institutions have the greatest direct impact on Statistics Canada's budget.

Planned activities

Ongoing

- Hold meetings with deputy ministers to solidify these relationships at the most senior level. These meetings will allow the Chief Statistician to exchange and acquire valuable information that will be used as a guide to elevate the relevance of Statistics Canada's programs.

Enabling priority: Implement the new human resource management action plan

In 2009, Statistics Canada was chosen by Mediacorp Canada Inc. as one of Canada's Top 100 Employers for 2010. Organizations chosen for this award are industry leaders in offering exceptional workplaces and in attracting and retaining quality employees.

Human resources (HR) is a very dynamic environment that needs constant adaptation. In keeping with this, a comprehensive review of HR systems and practices was conducted in the summer of 2009 to identify refinements that would enable Statistics Canada to better meet its needs and those of its employees. Four priority areas where further innovation is required were specifically identified: executive leadership and development; collective

staffing; recruitment and development; and diversity. Activities related to these priority areas will be carried out with the engagement of employees and the aid of the agency's infrastructure of HR committees.

Planned activities
2010/2011

- Continue to align Statistics Canada's human resource goals and objectives with the Public Service Renewal objectives by ensuring that new hires, including the recruitment of postsecondary graduates to offset the high rate of retirements, are representative of the Canadian population, with the proportion of visible minority hires exceeding workforce availability.
- Implement changes to the recruitment and development program for the economists' occupational group.
- Update the leadership development continuum, including the launch of a new mandatory program for new executives.
- Initiate improvements in collective staffing to expedite the staffing process.

Enabling priority: Consolidate governance of informatics technology services

Statistics Canada's governance and management system is based on the objective that significant corporate issues are reviewed at the highest appropriate level, collectively, with final decisions rendered by the Chief Statistician.

Within this governance structure, a particular focus for 2010/2011 will be the consolidation of the informatics technology function. At Statistics Canada, this function involves about 1,000 employees, of which 450 are outside the central Informatics Technology Branch, working under the direction of local program managers throughout the agency. The objective is to move decision making from the local to the corporate level, in order to standardize the informatics resources, including computer hardware, software, telecommunications and systems development. Consolidating this workforce under a common management structure as per the governance model endorsed by the Treasury Board Secretariat requires a major organizational restructuring. The roadmap for this restructuring has been developed and approved. Its implementation has started and will be completed by the end of 2010/2011.

Planned activities
2010/2011

- Complete the consolidation of the informatics technology function.

Enabling priority: Enhance and document the integrated risk management strategy

Integrated risk management is a systematic, organization-wide approach to managing strategic and operational risks. As mentioned in section 1.2, Statistics Canada currently has in place an effective, integrated risk management strategy. However, there are some gaps with respect to the tools used to assist in the identification and management of risks, namely a corporate risk register and profile. Developing and implementing these tools will help the agency better articulate the costs and benefits of mitigation strategies based on the combined analysis of likelihood and impact of risks. Statistics Canada also needs to better articulate and document its risk thresholds to help guide decision making.

Planned activities

2010/2011

- Develop a comprehensive risk register and corporate risk profile.
- Incorporate the risk register and profile into Statistics Canada's existing risk management structure.
- Develop, document and communicate risk thresholds to help managers in their decisions.

Enabling priority: Strengthen the internal audit function

The strengthening of the internal audit function will renew and improve Statistics Canada's processes and activities in order to ensure good management practices. A key component of the renewal was the establishment in 2009 of the Departmental Audit Committee (DAC), chaired by a member external to the federal government. The role of the DAC is to provide the Chief Statistician with advice and guidance in the area of governance, risk management and systems of internal controls. This revitalization will place the internal audit function in a position to satisfy the expectations highlighted in the Treasury Board Secretariat's Policy on Internal Audit.

The independence of the Chief Audit Executive is secured with a direct reporting relationship to the Chief Statistician. Internal audit will continue to provide assurance services, expand services to include continuous auditing, introduce a robust follow-up procedure for audit recommendations and related management action plans, and develop a quality assurance and improvement plan. Professional development of staff will continue and compliance with the Institute of Internal Auditors' Professional Standards will be closely monitored.

The renewed multiyear risk-based audit plan addresses areas of high risk for Statistics Canada and provides it with adequate audit coverage.

Planned activities

2010/2011

- Strengthen the role of the Departmental Audit Committee.
- Develop a quality assurance and improvement process.
- Increase internal audit coverage, targeting high-risk and significant areas.

2011/2012

- Develop a continuous auditing module for key financial controls.

Supplementary information tables

All electronic supplementary information tables found in the 2010/2011 *Report on Plans and Priorities* can be found on the Treasury Board of Canada Secretariat's website at http://www.tbs-sct.gc.ca/rpp/2010-2011/info/info-eng.asp

These tables relate to the following topics:

- Green procurement
- Internal audits
- Evaluations
- Sources of respendable and non-respendable revenue
- Summary of capital spending by program activity.

Corporate business plan

For information about Statistics Canada's corporate business plan, please see http://www.statcan.gc.ca/about-apercu/reports2-rapports2-eng.htm